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PERSONNEL MATTERS: WOMEN IN THE SECRETARIAT

## Representation of women in the Professional category

Progress report by the Director-General covering the period September 1990 to March 1991

Summary

Reports on action taken to increase the representation of women in the Professional category in compliance with paragraph (f) of decision IDB.7/Dec.22.

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## Introduction

1. At its seventh session, the Board in its decision IDB.7/Dec.22 took note of progress made by 31 August 1990 in increasing the number of women in the Secretariat, particularly at the decision-making levels, as called for in a number of earlier decisions by the Board and by the General Conference. 1/ The Board requested the Director-General, inter alia, to take every opportunity offered by any restructuring of the Secretariat or changes in emphasis of its programmes to develop the careers of women already employed, and reiterated the need to use redeployment as a means to improve the status of women in the Secretariat in order to redress the present imbalance in the representation of women at the senior and decision-making levels. That decision further urged the Director-General to continue his efforts to implement the measures set forth in the plan of action for the improvement of the status of women in the Secretariat as referred to in document IDB.5/26 (UNIDO/DG/B.101), particularly those referring to the placement and recruitment of women to senior and decision-making posts, and to consider additional measures, if necessary, in order to achieve to the extent possible an overall representation of 25 per cent by 1993 and 30 per cent by 1995, taking into account Article 11.5 of the Constitution of UNIDO. The Board further reiterated its request to all Member States to continue to support the efforts of UNIDO to increase the proportion of women in the Professional category and above by,

1/ IDB.2/Dec.21, IDB.3/Dec.13, IDB.4/Dec.32, IDB.5/Dec.36, GC.1/Dec.29, GC.2/Dec.16 and GC.3/Dec.26.

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inter alia, nominating more qualified women candidates and encouraging women, especially from developing countries, to apply for vacant posts.

## I. REVIEW OF PROGRESS

2. The Secretariat made every effort to further improve the situation of women in the UNIDO Secretariat as called for by decisions of its governing bodies. As reported to the Board at its seventh session in document IDB.7/29, the representation of women in posts subject to geographical distribution by 31 August 1990 was 19.6 per cent (69 women). In all Professional posts their representation was 20.7 per cent (97 women). Indeed, this was a marked improvement since the end of 1988 when there were only 55 women in geographical posts representing 16.7 per cent and 78 women in all Professional posts, representing 18.4 per cent. By 31 December 1990 women accounted for 21.0 per cent (75 women) of all geographical posts and 20.7 per cent (95 women) of all Professional posts. The total number of women recruited for Professional posts in 1990 (including General Service staff members who were selected for Professional posts) was 27 (19 geographical) as compared to the previous five-year average of 14 (6 geographical). The number of women who separated during the year totalled 13 (3 geographical), which equals the previous five-year average. Seen in relation to all 50 recruitments against geographical posts, women thus accounted for 38 per cent which, as illustrated in table 1, is a marked increase over recent years.

3. However, the record results of last year will not be easy to repeat in 1991 for various reasons. On the one hand the Organization is faced with budgetary constraints resulting in limited recruitments while nominations of female candidates by Member States continue to be few. At the same time an unusually high number of the staff in the Professional category expected to separate during 1991 are women, including two who have ended their secondments to UNIDO and three who have already reached retirement age but are serving on superannuation. During the first quarter of the year, it was still possible to counter departures through recruitment so that the situation as of 31 March 1991 shows a net increase of one woman. Four more women have been identified as suitable candidates for vacant posts and are presently at different stages of recruitment. Figure 1 shows the changes in the ratio male/female staff in the Professional posts subject to geographical distribution between August 1990 and 31 March 1991. The highest relative increases took place in the Office of the Director-General, from 7.1 to 18.8 per cent, and in the Department for Industrial Promotion, Consultations and Technology, from 18.0 to 21.2 per cent (15.6 per cent in 1989).

4. The grade pattern, as reported to earlier sessions of the Board, has undergone a marked improvement for women over the past 10 years with a change in their concentration from the lower to the middle Professional grades. However, the Organization continues to encounter difficulties in locating qualified candidates for posts at the P-5 and above levels. The present representation of men and women by grade is shown in tables 2 (a) and 2 (b) below.

5. In general relatively good results were achieved for women in the 1990 promotion exercise. Women accounted for 27.3 per cent of all promotions in the Professional category, with 20.0 per cent of women eligible for promotion having been promoted as compared to 18.0 per cent in the case of their male colleagues. Whereas during the year no woman was recruited above the P-4 level, more positive results were achieved as far as female staff already serving is concerned: as reported in document IDB.7/29, one woman was promoted to the P-5 level, one was assigned as Director at the D-1 level and for the first time in UNIDO a woman was promoted to the D-2 level.

6. In order to reach the target of 25 per cent by 1993 of women in geographical posts, a total net increase of 14 women (18.4 per cent increase) would be required on the assumption of no change in the number of total staff subject to geographical distribution. By 1995, a net increase of 33 women (reflecting a 43.4 per cent increase) would be required to achieve the 30 per cent target. Taking due account of the average yearly numbers of separations, some 23 recruitments would be necessary by 1993 and some 48 by 1995, a challenge not only for the Secretariat but also for Member States in terms of the active support required from them.

7. As regards the levels of posts subject to geographical distribution occupied by women, the challenge will be yet greater: of the nine women who occupied posts at the levels of P-5 and above on 31 December 1990 (7.1 per cent), three are expected to separate during 1991, including the only woman at the D-1 level. With those prospects, the representation of women at those levels may drop to 4.8 per cent.

## II. ONGOING ACTIONS

8. A pilot scheme has been developed with the aim of projecting staff requirements both in numbers and in areas of technical specialization to implement the draft medium-term plan, 1992-1997. It is envisaged that this scheme will provide the necessary management tool for systematic human resource planning and will help to identify posts, particularly at higher levels, for which qualified women may be given priority either through redeployment or recruitment. Once the needs of each Department have been clearly defined, the redeployment or recruitment process necessary to fulfil those needs can be planned and initiated at an early stage, allowing sufficient time to identify female candidates. In this connection the departmental working groups mentioned in paragraph 3 of document IDB.5/26 would help monitor the achievement of the departmental targets established in light of the human resource needs identified for the forthcoming medium-term plan period.

9. The Organization continues to ensure that women are well represented on the bodies responsible for reviewing appointments and promotions; in the Appointment and Promotion Committee, which considers appointments and promotions of staff at the P-1 through P-4 levels, 33 per cent of the members are women, whereas the Appointment and Promotion Board, which considers appointments at and promotions to the P-5 and D-1 levels and is composed of members at the Director level, is chaired by the only woman member (D-2) Director.

10. During the period under review, the Secretariat continued to intensify its efforts to improve attitudes for equal treatment of men and women in the Secretariat, as stated in document IDB.7/29. A number of workshops were held under the management development programme in 1990 that provided both female and male staff members in the Professional category the opportunity to upgrade their management skills by exposing them to the latest management tools and techniques. Attendance records at those workshops showed a tremendous increase in the participation of females in the various workshops held in 1990. Based on the positive experience gained in the last two years, the Organization held a special workshop on leadership styles and effective management in April 1991, in which 21 staff members, including 11 females, participated.

## III. GEOGRAPHICAL DISTRIBUTION OF STAFF IN THE PROFESSIONAL CATEGORY

11. As shown in table 3, as of 31 March 1991 women account for 18 per cent of the geographical posts occupied by staff from countries in Lists A and C of Annex I to the Constitution, 26.4 per cent of staff on board from countries in List B and 2.5 per cent of staff from List D countries. Expressed in absolute figures, 52 female staff members occupying geographical posts are from countries in List B, 22 from Lists A and C and one from List D countries. In relative terms, the Latin American and Caribbean region appears to have the highest representation of women: of a total of 39 staff members from that region occupying geographical posts, 12 (30.8 per cent) are women. Table 4 provides a complete list of Member States and their representation in the Secretariat by gender.

12. From the total number of applications received for Professional posts in the Secretariat in 1990, 17.8 per cent were from women as compared to 21.1 per cent in 1989; of those, less than 5 per cent were submitted by Member States.

13. In response to recent resolutions of the Economic and Social Council and the General Assembly, national rosters of women candidates are being created within the United Nations common system and for the first time are being shared between the United Nations Secretariat and the specialized agencies. These rosters will be further enlarged and refined so as to readily serve as a source for locating women candidates for the often highly specialized technical posts in the UNIDO Secretariat.

14. As can be seen from the present report, not only massive efforts on the part of the Secretariat in implementing the measures outlined in the plan of action (UNIDO/DG/B.101) but also the active support of Member States in submitting candidates will continue to be prerequisites for future success in meeting the targets for women's increased participation at the Professional levels, particularly at the senior and decision-making levels.

## IV. ACTION REQUIRED OF THE BOARD

15. The Board may wish to take note of the present report.

Table 1

Professional staff subject to geographical distribution, recruited 1986-1990

| Grade | Female | | | | | Male | | | | | Total | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1986 | 1987 | 1988 | 1989 | 1990 | 1986 | 1987 | 1988 | 1989 | 1990 | 1986 | 1987 | 1977 | 1978 | 1990 |
| DDG | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 2 | 0 | 1 | 4 | 0 | 2 | 0 | 1 |
| D-2 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 1 | 3 | 0 | 0 | 0 | 1 |
| D-1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 2 | 0 | 0 | 6 | 0 | 2 |
| P-5 | 0 | 0 | 0 | 1 | 0 | 4 | 1 | 4 | 1 | 3 | 4 | 1 | 4 | 2 | 3 |
| Subtotal | 0 | 0 | 0 | 1 | 0 | 11 | 1 | 12 | 1 | 7 | 11 | 1 | 12 | 2 | 7 |
| P-4 | 1 | 0 | 0 | 1 | 4 | 5 | 2 | 2 | 5 | 8 | 6 | 2 | 2 | 6 | 12 |
| P-3 | 1 | 2 | 0 | 1 | 3 | 12 | 3 | 3 | 5 | 10 | 13 | 5 | 3 | 6 | 13 |
| P-2 | 3 | 2 | 0 | 2 | 12 | 2 | 0 | 2 | 4 | 6 | 5 | 2 | 2 | 6 | 18 |
| Subtotal | 5 | 4 | 0 | 4 | 19 | 19 | 5 | 7 | 14 | 24 | 24 | 9 | 7 | 18 | 43 |
| TOTAL | 5 | 4 | 0 | 5 | 19 | 30 | 6 | 19 | 15 | 31 | 35 | 10 | 19 | 20 | 50 |
| Per cent | 14 | 40 | 0 | 25 | 38 | 86 | 60 | 100 | 75 | 62 | 100 | 100 | 100 | 100 | 100 |

Table 2 (a)

Professional staff subject to geographical distribution, December 1989 - March 1991

| Grade | Male | | | Female | | | Total | | |
|---|---|---|---|---|---|---|---|---|---|
| | 1989 | 1990 | 1991 | 1989 | 1990 | 1991 | 1989 | 1990 | 1991 |
| DDG | 5 | 5 | 5 | | | | 5 | 5 | 5 |
| D-2 | 3 | 5 | 5 | | 1 | 1 | 3 | 6 | 6 |
| D-1 | 26 | 25 | 25 | 2 | 1 | 1 | 28 | 26 | 26 |
| P-5 | 77 | 83 | 86 | 6 | 7 | 6 | 83 | 90 | 92 |
| P-4 | 100 | 105 | 102 | 19 | 28 | 29 | 119 | 133 | 131 |
| P-3 | 52 | 48 | 49 | 24 | 23 | 22 | 76 | 71 | 71 |
| P-2/1 | 10 | 12 | 14 | 8 | 15 | 17 | 18 | 27 | 31 |
| TOTAL | 273 | 283 | 286 | 59 | 75 | 76 | 332 | 358 | 362 |
| Per cent | 82.2 | 79.0 | 79.0 | 17.8 | 21.0 | 21.0 | 100 | 100 | 100 |

Table 2 (b)

Percentage of Professional staff subject to geographical distribution, December 1989 - March 1991

| Grade | Male | | | Female | | |
|---|---|---|---|---|---|---|
| | 1989 | 1990 | 1991 | 1989 | 1990 | 1991 |
| DDG | 100.0 | 100.0 | 100.0 | 0.0 | 0.0 | 0.0 |
| D-2 | 100.0 | 83.3 | 83.3 | 0.0 | 16.7 | 16.7 |
| D-1 | 92.9 | 96.2 | 96.2 | 7.1 | 3.8 | 3.8 |
| P-5 | 92.8 | 92.2 | 93.5 | 7.2 | 7.8 | 6.5 |
| P-4 | 84.0 | 78.9 | 77.9 | 16.0 | 21.1 | 22.1 |
| P-3 | 68.4 | 67.6 | 69.0 | 31.6 | 32.4 | 31.0 |
| P-2/1 | 55.6 | 44.4 | 45.2 | 44.4 | 55.6 | 54.8 |
| P-4 and above | 88.7 | 85.8 | 85.8 | 6.7 | 7.1 | 6.2 |
| P-5 and above | 93.3 | 92.9 | 93.8 | 11.3 | 14.2 | 14.2 |

Table 3

Professional staff occupying posts subject to geographical distribution, by List of States, as of 31 March 1991 a/

| | Male | (%) | Female | (%) | Total |
|---|---|---|---|---|---|
| Lists A and C | 100 | (82.0) | 22 | (18.0) | 122 |
| List B | 145 | (73.6) | 52 | (26.4) | 197 |
| List D | 39 | (97.5) | 1 | (2.5) | 40 |
| TOTAL | 284 | (79.1) | 75 | (20.9) | 359 |

a/ List refers to the Lists of States in Annex I to the Constitution of UNIDO (IDB.7/36).

Table 4

Geographical staff by list of Member States and gender
as of 31 March 1991

| States included in Lists A + C | Range* | | Female | Male | Total |
|---|---|---|---|---|---|
| Afghanistan | 1- 2 | W | | 1 | 1 |
| Algeria | 1- 2 | O | | 3 | 3 |
| Angola | 1- 2 | W | | 1 | 1 |
| Argentina | 2- 3 | O | 2 | 2 | 4 |
| Bahamas | 1- 2 | N | | | |
| Bahrain | 1- 2 | N | | | |
| Bangladesh | 1- 2 | W | | 2 | 2 |
| Barbados | 1- 2 | N | | | |
| Belize | 1- 2 | N | | | |
| Benin | 1- 2 | N | | | |
| Bhutan | 1- 2 | N | | | |
| Bolivia | 1- 2 | W | | 1 | 1 |
| Botswana | 1- 2 | N | | | |
| Brazil | 3- 5 | W | 1 | 4 | 5 |
| Burkina Faso | 1- 2 | N | | | |
| Burundi | 1- 2 | W | | 1 | 1 |
| Cameroon | 1- 2 | O | | 3 | 3 |
| Cape Verde | 1- 2 | N | | | |
| Central African Republic | 1- 2 | N | | | |
| Chile | 1- 2 | W | 1 | | 1 |
| China | 2- 4 | W | 1 | 2 | 3 |
| Colombia | 1- 2 | O | 2 | 2 | 4 |
| Comoros | 1- 2 | N | | | |
| Congo | 1- 2 | N | | | |
| Costa Rica | 1- 2 | W | | 2 | 2 |
| Côte d'Ivoire | 1- 2 | W | | 2 | 2 |
| Cuba | 1- 2 | W | 2 | | 2 |
| Democratic People's Republic of Korea | 1- 2 | N | | | |
| Dominica | 1- 2 | N | | | |
| Dominican Republic | 1- 2 | N | | | |
| Ecuador | 1- 2 | W | 1 | 1 | 2 |
| Egypt | 1- 2 | W | | 2 | 2 |
| El Salvador | 1- 2 | N | | | |
| Equatorial Guinea | 1- 2 | N | | | |
| Ethiopia | 1- 2 | O | 1 | 2 | 3 |
| Fiji | 1- 2 | N | | | |
| Gabon | 1- 2 | N | | | |
| Gambia | 1- 2 | W | | 1 | 1 |
| Ghana | 1- 2 | W | | 2 | 2 |
| Grenada | 1- 2 | N | | | |
| Guatemala | 1- 2 | W | | 1 | 1 |
| Guinea | 1- 2 | W | | 2 | 2 |
| Guinea-Bissau | 1- 2 | N | | | |
| Guyana | 1- 2 | W | | 2 | 2 |
| Haiti | 1- 2 | W | | 1 | 1 |
| Honduras | 1- 2 | N | | | |
| India | 1- 2 | O | | 4 | 4 |
| Indonesia | 1- 2 | W | 1 | 1 | 2 |
| Iran, Islamic Republic of | 2- 3 | O | 1 | 3 | 4 |
| Iraq | 1- 2 | W | | 2 | 2 |
| Israel | 1- 2 | N | | | |
| Jamaica | 1- 2 | N | | | |
| Jordan | 1- 2 | N | | | |
| Kenya | 1- 2 | N | | | |
| Kuwait | 1- 2 | N | | | |

* Key: N = not represented
U = under-represented
W = within range
O = over-represented

Table 4 (continued)

| States included in Lists A + C | Range* | | Female | Male | Total |
|---|---|---|---|---|---|
| Lao People's Democratic Republic | 1- 2 | N | | | |
| Lebanon | 1- 2 | W | | 2 | 2 |
| Lesotho | 1- 2 | W | 1 | | 1 |
| Liberia | 1- 2 | N | | | |
| Libyan Arab Jamahiriya | 1- 2 | W | | 2 | 2 |
| Madagascar | 1- 2 | W | | 2 | 2 |
| Malawi | 1- 2 | N | | | |
| Malaysia | 1- 2 | N | | | |
| Maldives | 1- 2 | N | | | |
| Mali | 1- 2 | N | | | |
| Mauritania | 1- 2 | N | | | |
| Mauritius | 1- 2 | N | | | |
| Mexico | 2- 4 | W | | 3 | 3 |
| Mongolia | 1- 2 | N | | | |
| Morocco | 1- 2 | O | 1 | 2 | 3 |
| Mozambique | 1- 2 | N | | | |
| Myanmar | 1- 2 | W | | 1 | 1 |
| Namibia | 1- 2 | N | | | |
| Nepal | 1- 2 | W | | 1 | 1 |
| Nicaragua | 1- 2 | N | | | |
| Niger | 1- 2 | W | | 1 | 1 |
| Nigeria | 1- 2 | N | | | |
| Oman | 1- 2 | N | | | |
| Pakistan | 1- 2 | W | | 2 | 2 |
| Panama | 1- 2 | W | | 1 | 1 |
| Papua New Guinea | 1- 2 | N | | | |
| Paraguay | 1- 2 | N | | | |
| Peru | 1- 2 | O | 1 | 2 | 3 |
| Philippines | 1- 2 | O | 1 | 3 | 4 |
| Qatar | 1- 2 | N | | | |
| Republic of Korea | 1- 2 | N | | | |
| Republic of Yemen | 1- 2 | W | | 2 | 2 |
| Rwanda | 1- 2 | W | | 1 | 1 |
| Saint Kitts and Nevis | 1- 2 | N | | | |
| Saint Lucia | 1- 2 | N | | | |
| Saint Vincent and the Grenadines | 1- 2 | W | | 1 | 1 |
| Sao Tome and Principe | 1- 2 | N | | | |
| Saudi Arabia | 1- 2 | N | | | |
| Senegal | 1- 2 | W | | 1 | 1 |
| Seychelles | 1- 2 | W | 1 | | 1 |
| Sierra Leone | 1- 2 | W | 1 | | 1 |
| Somalia | 1- 2 | W | | 2 | 2 |
| Sri Lanka | 1- 2 | W | | 2 | 2 |
| Sudan | 1- 2 | W | | 2 | 2 |
| Suriname | 1- 2 | N | | | |
| Swaziland | 1- 2 | N | | | |
| Syrian Arab Republic | 1- 2 | W | | 1 | 1 |
| Thailand | 1- 2 | N | | | |
| Togo | 1- 2 | W | | 1 | 1 |
| Tonga | 1- 2 | N | | | |
| Trinidad and Tobago | 1- 2 | W | | 1 | 1 |
| Tunisia | 1- 2 | O | 1 | 2 | 3 |
| Uganda | 1- 2 | W | | 2 | 2 |
| United Arab Emirates | 1- 2 | N | | | |
| United Republic of Tanzania | 1- 2 | W | | 1 | 1 |
| Uruguay | 1- 2 | W | | 2 | 2 |
| Vanuatu | 1- 2 | N | | | |
| Venezuela | 1- 3 | W | 2 | 1 | 3 |
| Viet Nam | 1- 2 | N | | | |
| Yugoslavia | 1- 3 | W | | 3 | 3 |
| Zaire | 1- 2 | W | | 1 | 1 |
| Zambia | 1- 2 | W | | 1 | 1 |
| Zimbabwe | 1- 2 | W | | 1 | 1 |
| | Total | | 22 | 100 | 122 |

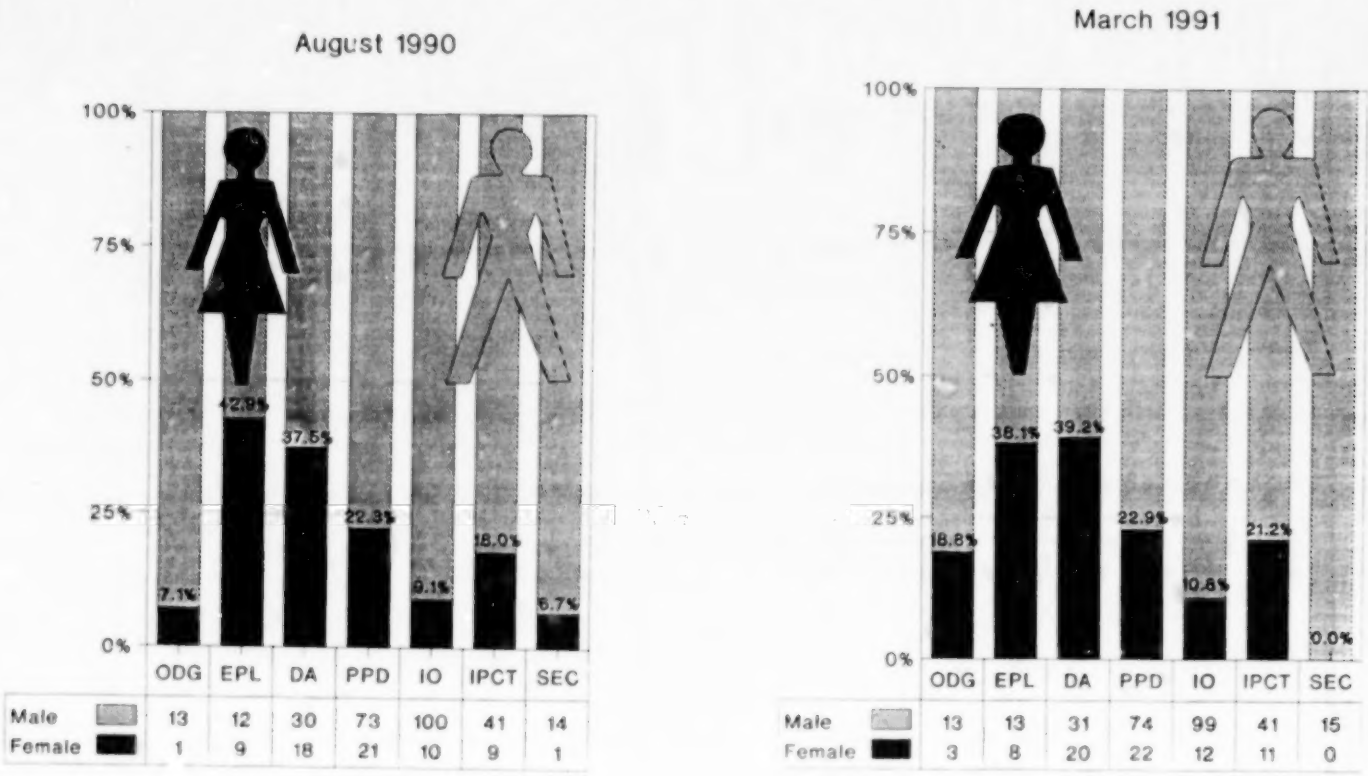
Table 4 (continued)

| States included in List B | Range* | | Female | Male | Total |
|---|---|---|---|---|---|
| Austria | 2- 3 | 0 | 8 | 5 | 13 |
| Belgium | 3- 5 | 0 | 2 | 5 | 7 |
| Canada | 7- 9 | 0 | 1 | 9 | 10 |
| Cyprus | 1- 2 | W | | 1 | 1 |
| Denmark | 2- 3 | 0 | 1 | 5 | 6 |
| Finland | 1- 3 | 0 | 2 | 4 | 6 |
| France | 13-18 | U | 2 | 7 | 9 |
| Germany | 20-28 | W | 3 | 23 | 26 |
| Greece | 1- 2 | 0 | 2 | 2 | 4 |
| Ireland | 1- 2 | W | | 2 | 2 |
| Italy | 8-11 | W | 3 | 7 | 10 |
| Japan | 21-28 | U | 3 | 14 | 17 |
| Luxembourg | 1- 2 | N | | | |
| Malta | 1- 2 | W | | 1 | 1 |
| Netherlands | 4- 6 | 0 | 2 | 5 | 7 |
| New Zealand | 1- 2 | 0 | | 3 | 3 |
| Norway | 1- 3 | N | | | |
| Portugal | 1- 2 | 0 | | 5 | 5 |
| Spain | 5- 6 | U | | 3 | 3 |
| Sweden | 3- 5 | 0 | 3 | 6 | 9 |
| Switzerland | 3- 4 | N | | | |
| Turkey | 1- 2 | 0 | 2 | 4 | 6 |
| United Kingdom | 10-13 | 0 | 4 | 10 | 14 |
| United States of America | 49-66 | U | 14 | 24 | 38 |
| | Total | | 52 | 145 | 197 |

| States included in List D | Range* | | Female | Male | Total |
|---|---|---|---|---|---|
| Albania | 1- 2 | N | | | |
| Bulgaria | 1- 2 | W | | 1 | 1 |
| Byelorussian SSR | 1- 2 | W | | 2 | 2 |
| Czechoslovakia | 2- 3 | 0 | | 4 | 4 |
| Hungary | 1- 2 | 0 | | 3 | 3 |
| Poland | 2- 3 | 0 | | 4 | 4 |
| Romania | 1- 2 | W | | 1 | 1 |
| Ukrainian SSR | 3- 5 | U | | 2 | 2 |
| Union of Soviet Socialist Republics | 21-28 | W | 1 | 22 | 23 |
| | Total | | 1 | 39 | 40 |

Figure 1

Comparison of male/female Professional staff in posts subject to geographical distribution, by Department




Abbreviations

| | |
|---|---|
| ODG | Office of the Director-General |
| EPL | Department of External Relations, Public Information, Language and Documentation Services |
| DA | Department of Administration |
| PPD | Department for Programme and Project Development |
| IO | Department of Industrial Operations |
| IPCT | Department for Industrial Promotion, Consultations and Technology |
| SEC | Staff on assignment/secondment |